

**PHILIP M. EVANS**

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**Education****Masters of Science in National Security Strategy**

National War College and National Defense University, 2000  
Concentrations: Development of strategic leadership; operating successfully in a joint, interagency, intergovernmental, and multinational environment.

**Masters of Science in Administration**

Central Michigan University, 1991  
Concentration: Development of senior management skills based on an understanding of: multiple external and internal forces; technical analytical processes; and leadership and human behavior.

**Bachelors of Arts in History**

University of Michigan, 1980  
Concentrations: World and European history; investigation of thought and research across core and elective subjects in literature, science, and the arts.

**Areas of Practical Expertise****Strategic Leader Development**

- Senior Leader Training and Education
- Personnel Policy and Practice, including Assessment and Utilization

**Wargaming and Simulation**

- Experiential Education Development and Applications
- Education and Results-Oriented Simulations

**Joint, Interagency, Intergovernmental, and Military Environment and Activities**

- National Security Strategy and Policy Formulation and Application
- Geographic and Functional Component Command Activities, including GCC Theater Strategy Formulation and Application
- Full Spectrum Joint, Multinational, and Combined Military Operations
- Nation Assistance
- The U.S. Congress and Military Interaction

**European Affairs**

- Regional and National Diplomatic, Informational, Military, and Economic Considerations and Actions
- NATO Policy, Operations, and Issues

**20th/21st Century Warfare**

- History and Current Practice

**Key Leader and Organizational Engagement**

- Strategic Communication and Military Information Support Operations
- Outreach Activities

**Professional Experience****Assistant Professor, Strategy and Planning - SSI****2012-Present**

Serve as advisor or director for the 90 senior officers assigned annually as U.S. Army War College Fellows. Enhance the U.S. Army War College Fellows Program so that it is a comprehensive whole, providing administrative, academic, and engagement oversight.

- Academic responsibilities:
  - Help provide a highest quality orientation and other learning events for the Fellows, designed to prepare them for their year with hosting institutions.
  - Ensure that hosting institution programs are of relevant construct and academic rigor.
  - Ensure that Fellows' research and publishing efforts meet war college standards and meet host institution and senior Army mentor expectations.
  - Provide Fellows with appropriate content from the U.S. Army War College so they remain professionally abreast of their war college peers.
- Engagement responsibilities:
  - Ensure that the Fellows are equipped to provide the best representation of the Army and wider defense establishment as possible at their hosting institutions.
  - Assist Fellows in the planning and execution of outreach and engagement events.
- Administrative responsibilities:
  - Closely audit Fellowship sites down to program detail and advocate refinements that derive efficiencies and maximize effect for the Army and all concerned.
  - Monitor and assist Fellow solicitation, selection, and further internal and follow-on assignments.
  - Provide appropriate administrative support to the Fellows.
  - Ensure there are reporting mechanisms for the Fellows to use to ensure senior Army leaders are apprised of key developments at their institutions.

Remain current as a member of the USAWC faculty through full participation in war college activities, including as a student project advisor, elective course instructor, researcher and publisher, doctrine reviewer, and committee participant.

**Assistant Professor, Strategy and Planning - CSL****2010-2012**

Conducted scenario development for the USAWC curriculum through comprehensive analysis of national and theater strategy issues and active wargaming. Provided exercise development via regional studies and directs execution of region-based scenarios in the Strategic Decision Making Exercise (SDME), a USAWC experiential learning exercise for the resident students. Further:

- Created notional region-based and/or country-specific strategic decision making products for CSL simulations.
- Participated in CSL simulations, war games and seminars as a supervisor, controller, role player or in other capacities.

- Represented the Center for Strategic Leadership (CSL) and USAWC at DoD, government and civilian organizations for exercise related activities.
- Conducted other activities in personal areas of expertise, including student project advisor, elective course instructor, doctrine reviewer, and on USAWC committees.

**Director, Operations and Gaming Division****2007-2010****Center for Strategic Leadership, U.S. Army War College, Carlisle Barracks, Pennsylvania**

Provided leadership and guidance to an organization of 42 senior officers and NCOs from more than one service and all three Army components, Title 10 professors, GS employees, and contractors, who prepared and conducted strategic level symposia, conferences, exercises, and simulation war games in support of USAWC and senior U.S. leaders, both at Carlisle Barracks and world-wide. All tasks were in support of the CSL and USAWC missions: education; support to the field, including the interagency and joint communities; research and publishing; and strategic communication.

- Provided sound advice to, and timely coordination on behalf of, the Director, CSL.
- Successfully prioritized, programmed, and supervised the execution of multiple competing programs within a dynamic \$1M+ operating budget.
- Ensured all personnel received appropriate guidance, immediate post-project feedback, and every professional development opportunity possible.
- Provided strategic-level simulation presentations at the U.S Institute for Peace, a Fortune 500 convocation of senior corporate executive trainers, and at Georgetown University.
- Developed and presented graduate-level academic instruction in national security issues: co-presented elective *U.S. Defense Policy, Issues, and Strategy - How Washington Works*
- Served as a Strategy Research Project (SRP) project adviser and seminar affiliate.
- Served as CSL representative to the USAWC curriculum committee, as a CSL member of the USAWC Strategic Communication board, and USAWC faculty liaison to the Army War College Foundation board.
- Under my direction, OGD had primacy for, or was actively involved in, the following venues:
  - For the U.S. Army War College: the Strategic Decision Making Exercise (SDME), the resident class core course capstone event, a real-time strategic-level experiential exercise that integrated current intergovernmental, joint, and multinational policy, concepts, and doctrine for the learning benefit of the students; the Joint Land Aerospace Sea Simulation (JLASS), a strategic and operational level warfighting elective that involved all of the DoD's Senior Level Colleges and addressed the gamut of national-level endeavors from major operations to stability operations and irregular warfare to homeland defense and security operations; the International Fellows Strategic Crisis Negotiation Exercise (IFSCNE), a single region-focused negotiation and strategy exercise for the USAWC's International Fellows; multiple student electives offered to both USAWC Resident and Distance Education Classes; and faculty advisers for students at USAWC and on Army Fellowships.
  - For the U.S. Army: SecArmy/CSA Outreach Program for senior-level corporate, government, and academic leaders - up to 15 Strategic Leader Staff Rides (Executive Leadership Seminars) per year; Army Staff support - conduct of strategic vision workshop with Harvard, MIT, Tufts, and Texas A&M; development of Colonels' education offerings for the CSA and Army Senior Leader Development (SLD) office; Army Fellows Program support - ensuring 65 Army Fellows are postured for Strategic Communication success across the country; and for providing strategic negotiation exercise assistance at Georgetown, Tufts, Texas A&M, and Princeton.

- For the Interagency, Joint, and International Communities: OSD, JCS, DoS, DHS, and USNORTHCOM - facilitation of on-site and nation-wide symposia dealing with Homeland Defense and Security and Environmental Security issues; Geographic Combatant Command (GCC) Theater Strategy and Theater Security Cooperation Plan (TSCP) support; and staff advice and world-wide event facilitation and presentations for national and international governmental audiences.

**Director, U.S. Army War College Support Branch** **2006-2007**  
**Center for Strategic Leadership, U.S. Army War College, Carlisle Barracks, Pennsylvania**

Led a ten-person team that supported the war college with exercises that prepared graduates for the challenge and complexity of strategic level leadership.

- Successfully led team preparation and execution of the war college's strategic-level capstone learning exercise that faithfully replicated national and international actors and significant actions.
- Developed the SDME as an effective and credible strategic level experiential education exercise, and continued refinement of a credible global environment to enhance the student strategic level leadership experience.
- Supported academic development through active membership on curriculum committee and master's degree plus joint professional military education accreditations.
- Co-taught resident and non-resident course elective *Defense Policy, Strategy, and Issues: How Washington Works*, and served as an SRP adviser.

**Director, Department of the Army Support Branch** **2005-2006**  
**Center for Strategic Leadership, U.S. Army War College, Carlisle Barracks, Pennsylvania**

Led a four-person team that served as the war college's principal staff conduit to the Army Staff at the Pentagon, also coordinating with OSD, the Joint Staff, Headquarters, Training and Doctrine Command, the Senior Service College community, and the Army's Fellows located throughout the country.

- Communicated sensitive detailed information and requests for action between the war college and the Army's senior leadership.
- Responsible for numerous SecArmy and CSA-sponsored leadership seminars and successfully interacted with senior corporate and government leaders throughout.
- Provided mentorship to war college students on written research projects.
- Developed and presented graduate level academic instruction in coalition operations.

**Executive Officer to the Commanding General** **2004-2005**  
**Component Command Land - Headquarters Heidelberg, Heidelberg, Germany**

Ensured a four-star NATO commander was fully prepared for executive-level briefings, appointments, staff meetings, and travel, and that his time was continually optimized.

- Coordinated internally with a twenty-nation multi-national leadership and staff, and externally with fifteen permanent and deployed headquarters throughout the U.S. and NATO Command Structure, including throughout Europe, Iraq, and Afghanistan.
- Distilled key multi-national and national issues in a time-compressed environment for a senior strategic leader.
- Effectively coordinated with senior leaders and key staff members at distance through a variety of sensitive communications means.
- Responsible to propose the commander's external presence plan for the purposes of enhancing U.S.-Alliance relations.

**Chief of Operations, CJ3****2003-2004****International Security Assistance Force, Kabul Afghanistan**

Served as Chief of Operations and as the Joint Operations Center Director for a 31-nation force of 5,600 personnel that conducted security and stability operations in Afghanistan.

- Oversaw timely development and issue of plans and orders, effective management of current and near-term tactical and administrative operations, collection and submission of reports, and the execution of operational security and force protection measures, all within the construct of a dynamic and evolving campaign plan.
- Coordinated effectively and amicably with key entities in theater, to include the host nation, U.S. coalition and international military forces, and with international, national, and nongovernmental organizations.
- Interfaced frequently with the host nation through direct ministry coordination, especially the with the senior leaders of the Ministries of Defense and Interior.
- Provided written area of operation assessments on behalf of a German 3-star commander.
- Provided information or decision briefings to senior visitors to the headquarters, including the UN Security Council, the NATO Secretary General and SACEUR, numerous foreign civilian and uniformed Chiefs of Defense, and U.S. Congressmen.

**Chief, Training and Military Cooperation, CJ7****2001-2002****Joint Headquarters Centre, Heidelberg, Germany**

Led 15 personnel in a multi-national office charged with conducting operations and training programs for the headquarters, including the planning, preparation, execution, and evaluation of large-scale joint and combined exercises.

- Managed an extremely active Partnership for Peace (PfP) training program that incorporated the then-27 PfP nations in a wide variety of programs, to include hosting and facilitating a PfP Army Chiefs of Staff Conference and several other regional and SHAPE-wide planning conferences.
- Participated as an exercise developer, deputy director, or senior evaluator for joint and combined command post exercises conducted in Belgium, Germany, Poland, The Netherlands, and Turkey.
- Served as J3 Chief of Contingency Operations for two joint and combined army-level multi-corps exercises, and two major preparatory exercises conducted in Germany, Poland, and The Netherlands.

**Student****2000-2001****National War College, Washington, D.C.**

Prepared for the responsibilities of strategic leadership while participating in a comprehensive academic curriculum that addressed operating successfully in a joint, interagency, intergovernmental, and multinational environment.

- Pursued a curriculum that addressed national security policy formulation, decision making processes, military strategy, and force employment, in the previously-identified environments, during times of war and peace.
- Benefited from on-site educational experiences that included class or small group trips to numerous key U.S. government agencies in Washington, D.C.; key military activities at Camp Lejeune, Norfolk Naval Station, Cheyenne Mountain, Nellis AFB, Kelly AFB, Ft. Stewart and Hunter Army Airfield; and MoDs, Foreign Ministries, and U.S. Embassies in Berlin and Paris, plus EU Parliamentary Headquarters in Strasbourg.

**Executive Officer to the Director****1999-2000****Program Analysis and Evaluation, HQDA, Washington, D.C.**

Assisted the Director and his two flag rank deputies lead a staff of 69 senior military and civilian personnel responsible for the Army's (then) \$451B multi-year resource programming effort.

- Ensured the Director was prepared to lead the Army Staff and Secretariat through the planning and execution of the programming phase of the Planning, Programming, and Budgeting Process.
- Coordinated directly on a daily basis with counterpart representatives for the Army's senior leadership, Army Staff, and Secretariat, and iteratively with the Joint Staff and Office for the Secretary of Defense.

**Commander****1997-1999****1st Battalion, 320th Field Artillery Regiment, 101st Airborne Division (Air Assault)**

Commanded a battalion of 440 personnel, and was responsible as the Fire Support Coordinator and principal advisor to the Commander, 2nd Brigade Task Force, on all matters of joint and Army fire support, to include planning, organizing, and synchronizing delivery of lethal and non-lethal effects from air, land, and sea-based platforms, including cannons, rockets, missiles, and electronic warfare and psychological operations assets.

- Trained the unit creatively, ambitiously, and comprehensively so as to maintain a constant mission-ready state.
- Ensured that unit material readiness levels remained high.
- Ensured personnel and their families received the best leadership and care possible.

**Duties as Assigned****1980-1997****U.S. Army Officer, in Various Assignments and Assignment Locations**

Served as a Field Artillery Officer in the ranks of 2nd Lieutenant through Lieutenant Colonel in Germany, Hawaii, and in the Continental United States: as an Executive Officer at Battery and Division Artillery level; as a Commander twice at Battery level; as a Fire Support Officer twice at Brigade level, and as an Operations Officer at Battalion level. Also served as a Field Artillery Assignment Officer and as an Aide de Camp for a Corps Commander.

**Selected Presentations, Symposia, and Workshops**

- Serving Senior Strategic Leaders, USAWC Strategic Leader Seminar, West Virginia, January 2013. Also served as a small group facilitator at that seminar and previously in Carlisle Barracks, Pennsylvania in September 2012, Shepherdstown, WV, in January 2012, and Southbridge, Massachusetts, August 2011.
- NATO, Eisenhower School JCLASS Interagency Group Elective, Washington, DC, Jan 2012.
- National Strategy and Application; and Theater Strategy Construct and Execution through Historical Examples, Serbian MoD Conference, Belgrade, Serbia, April 2011.
- Center for Strategic Leadership or Strategic Decision Making Exercise presentations to numerous senior domestic and foreign audiences, including the PAJE Assessment and MSCHE Teams, General Officers from TRADOC and various U.S. Army Service Component Commands, General Officer-led contingents from Argentina, Australia, Brazil, Israel, Jordan, Saudi Arabia, and the United Kingdom, Washington, DC-based foreign Defense Attaches, plus the NATO Civil-Military Co-Operation Centre of Excellence, Carlisle Barracks, Pennsylvania, 2007-2011.



- Army and USAWC Simulations and Civilian Applications, National Security Studies Week, Carlisle Barracks, Pennsylvania, June 2010.
- Complex Role-Playing Simulations and Applications, USIP-hosted Simulation Exposition, held sequentially at USIP in Washington, DC, and at the Lockheed Martin Lighthouse Facility, Suffolk, Virginia, July 2009.
- Department of Defense, Army, and USAWC Simulations to the Corporate Training and Education Technique Symposium, IBM Center, Palisades, NY, November 2008.
- ISAF and Influence Operations, Strategic Communication and Information Operations Electives, Carlisle Barracks, Pennsylvania, 2006-2008.
- Red Team Findings for a Classified War Plan, to USCENTCOM Commander and Senior Staff, Tampa, Florida, April 2006.
- NATO, Wilson College, Chambersburg, Pennsylvania, April 2006.

### **Selected Publications**

- "U.S. Army War College Fellows: Approaching the Completion of their Fellowships," USAWC Torch Magazine, Summer 2013
- "U.S. Army War College Fellows: Actively Learning and Providing Outreach Value for the Army," USAWC Torch Magazine, Spring 2013
- "DC-based Army War College Fellows Meet for Professional Development," USAWC Torch Magazine, Fall 2012
- "Strategic Vision Workshop Notes: National Grand Strategy - A Constellation of Choices," (Co-written with Major General Robert Williams, Professor Doug Campbell, and Lieutenant Colonel Art Loureiro), CSL Issue Paper Volume 5-08, May, 2008.

### **Additional Education**

- NATO Senior Officer Policy Course, Oberammergau, GE
- NATO Peace Support Operations Course, Oberammergau, GE
- U.S. Joint Force Management Course, Ft. Belvoir, VA

### **Awards and Honors**

- Commander's Award for Civilian Service (2012)
- Legion of Merit (2010)
- Defense Superior Service Award (2005)
- Bronze Star Medal (2004)
- NATO International Security Assistance Force Medal (2004)
- Meritorious Service Medal, 8th award (2000)
- Army Staff Identification Badge (2000)

### **Security Clearance**

- Possess a current TS/SCI security clearance.